DOCUMENT RESUME

ED 288 535 IR 052 192

AUTHOR Harrington, Sue Anne; And Others
TITLE Report of the Criteria for Tenure, Promotion and Salary Increases Review Committee.
INSTITUTION Oklahoma Univ., Norman. Univ. Libraries.
PUB DATE Jul 87
NOTE 18p.
PUB TYPE Guides - General (050) -- Legal/Legislative/Regulatory Materials (090)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Academic Rank (Professional); *College Libraries; *Evaluation Criteria; *Faculty Evaluation; Faculty Publishing; Higher Education; *Librarians; Library Instruction; *Promotion (Occupational); Research; *Tenure
IDENTIFIERS *University of Oklahoma

ABSTRACT

Developed by the Criteria and Procedures for Tenure, Promotion and Salary Increases Review Committee of the University of Oklahoma Libraries, this document is the result of the committee's charge to review the current criteria for teaching, research, and service; consider strengthening the criteria; and recommend any changes that should be made. Following a brief preface, "Appendix A, Criteria for Tenure, Promotion and Salary Increments for the Faculty of the University of Oklahoma Libraries" include: (1) Criteria for Tenure, including those for teaching, research or creative achievement, professional service, and university service; (2) Criteria for Appointment or Promotion to various ranks, including assistant professor, associate professor, and professor; (3) Criteria for Salary Increments; and (4) Evaluation of Faculty for Tenure, Promotion, and Salary Increments. In addition, "Guidelines for Research for the Faculty of the University of Oklahoma Libraries," a supplement to Appendix A developed to assist library faculty members in their research and publication efforts, discusses acceptable and unacceptable publications, documents, or presentations; rankings of media of dissemination; quantitative measures; and external measures. A 43-item bibliography is also provided. (KM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☒ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

ED288535

REPORT OF THE CRITERIA FOR TENURE, PROMOTION AND SALARY INCREASES REVIEW COMMITTEE

July, 1987

Committee Members:

Sue Anne Harrington, Chair
Professor of Bibliography

Lenore Clark
Associate Professor of Bibliography

Marcia Goodman
Associate Professor of Bibliography

Jeanne G. Howard
Associate Professor of Bibliography

Jan Seifert
Associate Professor of Bibliography

University of Oklahoma Libraries
Norman, Oklahoma

IR052192

BEST COPY AVAILABLE

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Sue Anne Harrington

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

PREFACE

The Criteria and Procedures for Tenure, Promotion and Salary Increases Review Committee was appointed on November 14, 1986 by Sul H. Lee, Dean of Libraries, University of Oklahoma. The Committee was charged to review the current criteria for teaching, research and service, to consider strengthening the criteria, and to recommend any changes that should be made. The final document, "Criteria for Tenure, Promotion and Salary Increments for the Faculty of the University of Oklahoma Libraries, Appendix A," is enclosed.

The Committee began its task by reading numerous articles on faculty status for librarians and by gathering and studying a large number of documents on promotion and tenure. Criteria were collected from twelve academic departments at the University of Oklahoma and from fifteen libraries at other universities. Each document was carefully reviewed and discussed, and criteria were compared.

After several months of study, the Committee began working on the revision of the University Libraries criteria which was developed and approved in 1977. It was apparent to the Committee that the criteria for research needed to be completely rewritten and substantially strengthened. We spent a great deal of time and effort on the accomplishment of that task. The rest of the document was then reviewed and numerous changes were made.

In order to assist library faculty members in their research and publication efforts, the Committee also developed a new document entitled: "Guidelines for Research for the Faculty of the University of Oklahoma Libraries, Appendix A, Supplement." The revised criteria and guidelines were submitted to the Dean for approval in July, 1987 and were approved by the Provost on September 21, 1987.

S. A. H.

September, 1987

CONTENTS

Preface.....ii
Appendix A. Criteria for Tenure, Promotion and Salary Increments for the Faculty of the University of Oklahoma Libraries..... 1

I. Criteria for Tenure..... 1
A. Teaching..... 1
B. Research or Creative Achievement..... 2
C. Professional Service..... 3
D. University Service..... 3

II. Criteria for Appointment or Promotion..... 4
A. Assistant Professor..... 4
B. Associate Professor..... 4
C. Professor..... 4

III. Criteria for Salary Increments..... 5

IV. Evaluation of Faculty for Tenure, Promotion, and Salary Increments..... 5

Appendix A. Supplement. Guidelines for Research for the Faculty of the University of Oklahoma Libraries..... 6

I. Types of Acceptable and Unacceptable Publications, Documents or Presentations..... 6
A. Examples of Acceptable Publications or Presentations... 6
B. Types of Unacceptable Publications, Presentations and Unpublished Documents..... 6

II. Rankings of Media of Dissemination..... 7
A. Books..... 7
B. Articles..... 7
C. Papers Presented..... 8
D. Scholarly Editing..... 9
E. Sponsored Research..... 9
F. Other..... 9

III. Quantitative Measures..... 9

IV. External Measures.....10

Bibliography.....11

I. Articles.....11

II. Documents.....12
A. University of Oklahoma. Departments and Colleges. Promotion and Tenure Documents.....12
B. Other Colleges and Universities. Faculty and Library Promotion and Tenure Documents.....13

Original approved March 1, 1977
Revision approved Sept.21, 1987

APPENDIX A

CRITERIA FOR TENURE, PROMOTION AND SALARY INCREMENTS FOR THE FACULTY OF THE UNIVERSITY OF OKLAHOMA LIBRARIES

The Personnel Policy of the The University of Oklahoma Faculty Handbook, Section 3, approved by the Board of Regents on June 18, 1981, is the basic statement of policy on tenure and promotion within the University. In addition to this policy, which applies to all University Faculty, specific criteria with regard to the Library Faculty have been developed in response to the following statements in the Personnel Policy:

1. Section 3.6.1: "Professional librarians in the discharge of their professional duties shall be regarded as engaged in teaching."

2. Section 3.7.4: "Each academic unit...shall establish and publish specific criteria for evaluating faculty performance in that unit, so long as those criteria are in accord with this policy."

3. Section 3.7.4: "Evaluations for tenure shall address the manner in which each candidate has performed in (1) Teaching... (2) Research or Creative Achievement... (3) Professional Service... (4) University Service."

Because of the nature of their professional assignments, faculty members are expected to devote the maximum amount of effort to the teaching function. In the totality of a faculty member's professional commitment, care should be taken to devote 70 percent of their commitment to teaching, 20 percent to research and creative activity and 10 percent to professional and University service.

In balancing the research and service components of their faculty responsibilities, however, new faculty should recognize the importance of pursuing research early in their careers. Faculty members who are in the probationary period, as specified in the letter of appointment from the Provost, should emphasize research.

I. Criteria for Tenure

A. Teaching. Teaching is defined as including any function which relates to academic instruction, based on the understanding that when the librarian is performing his/her assigned responsibilities this activity is regarded as teaching. Teaching, as performed by the faculty, includes:

1. Reference and research assistance to the University community.

2. Collection management and development.

3. Provision of bibliographic organization and control over the Libraries' collections.

4. Instruction in the use of the Libraries and its resources.

5. Leadership in and management of library services.

The supervision of a practicum, teaching a credit course (including directed readings) or serving on master's, doctoral or honors theses committees are included among teaching activities but should be undertaken with due consideration of the time requirements of the faculty member's primary assignment.

Continuing education in formal or informal programs is encouraged as a means to improve the faculty members' teaching capabilities or to develop new areas of professional expertise. Therefore, progress in this area may be considered supplementary to the fulfillment of the teaching responsibility.

The faculty member's performance must demonstrate competence and successful fulfillment of his/her assigned responsibilities.

B. Research or Creative Achievement. Research leads to the development of new knowledge, to the expansion or reinterpretation of an existing body of knowledge, or to the development of techniques or systems that result in the significant improvement of library services or procedures. It may be defined primarily as scholarship resulting in professionally recognized publication. Secondarily, research may be defined in terms of activities ancillary to publication, usually oral presentations at professional meetings. Thirdly, research may be research-related activities, such as participation in seminars, etc. All research will be judged by the quality of the work submitted. In addition, the publication record and record of professional activities of the candidate should exhibit continuity and should present a cumulative record which must be submitted to the procedure of both inside and outside peer review, and where possible, should be shown to have influenced the research of others.

Creative achievement which is offered to meet one of the criteria must be submitted to the procedure of both inside and outside peer review.

Research or creative achievement includes the following (not in ranked order):

1. The publication of scholarly books, chapters in books, bibliographies, indexes, abstracts, translations, literary works and articles in professional and scholarly journals.

2. The publication of nonprint materials, e.g. audiovisual and computer software.

3. The presentation of scholarly papers or exhibits at professional conferences, conventions, seminars, workshops, or meetings.

4. The successful competition for research grants from University sources or external grantors.

5. The editing of materials that includes scholarly commentary or special subject expertise and evaluation.

C. Professional Service. "The term professional service always refers to activities directly related to the faculty member's discipline or profession." (3.6.3) The faculty member is expected to participate in activities relating to the library profession. Representative professional service may include, but is not limited to:

1. Active participation on library committees, project task forces, etc.

2. Written reports of committees and/or professional meetings which are not published.

3. Presentations to classes, groups, organizations, etc., or participation in a specialized professional capacity in programs sponsored by student, faculty, or community groups, beyond the faculty member's primary area of responsibility.

4. Membership in professional organizations, attendance at professional meetings, conventions, conferences, workshops, institutes, etc., and/or active participation therein.

5. Service on local, state, national, or international commissions, advisory boards, or agencies, public or private, utilizing professional expertise.

6. Consultation or service outside the University.

7. Managerial editing of professional journals or other publications.

8. Reviewing of books in professional and scholarly journals, periodicals, etc.

9. Refereeing of manuscripts submitted for publication.

10. Service within the University that reflects the application of specialized knowledge or skill in librarianship to the institution's affairs.

D. University Service. University service refers to participation in University affairs which does not require the application of specialized knowledge and skill of librarianship.

1. Participation in University Governance. "The faculty has a major responsibility in making and carrying out decisions affecting the educational and scholarly life of the University. Faculty members have a responsibility to contribute to the government of the University through...participation on committees, councils, or other advisory groups at the department, college or University level." (3.6.4)

2. Administration. "Many faculty members are called upon to perform administrative tasks. These include service in such

positions as department chair, associate or assistant dean, or director of a program or special center." (3.6.5)

3. Public Relations. "On occasion, the University's interests are served by faculty members requested to perform public relations tasks that might not necessarily involve the faculty member's discipline. These may include participation in a professional capacity in programs sponsored by student, faculty or community groups; or appearances as a University representative before government bodies or citizen groups." (3.6.5)

The faculty member is responsible for providing documentation of active participation in any activity which is to be considered as a professional service or as a service contribution to University program.

II. Criteria for Appointment or Promotion

Initial appointment or advancement in rank will be dependent upon the candidate's achievement of the qualifying criteria specified for each rank. He/she must be of comparable stature with others at the same rank in similar libraries and shall possess an appropriate graduate degree (normally the master's degree from a program accredited by the American Library Association).

Promotion to the ranks of Associate Professor and Professor shall be based upon the faculty member's high standards of performance and contributions in all areas of faculty activities--teaching, research or creative achievement, professional and University service. The basic quality which must be evident is the ability to perform at a high professional level in areas which contribute to the achievement of the goals of the University Libraries and to the educational, research and service mission of the University.

Performance and achievement, rather than time in rank, shall determine eligibility for promotion. Faculty shall be evaluated at regular intervals to determine their eligibility. The same criteria used to consider candidates for tenure will be used for evaluation for promotion in rank.

A. Assistant Professor. Appointment to this rank shall require the potential for significant contributions in the areas of librarianship, research and service.

B. Associate Professor. Appointment or promotion to this rank requires evidence of outstanding professional performance and substantial accomplishment in fulfilling all the obligations of a faculty member.

A high level of expertise, experience and effectiveness in teaching is required. Professional development through formal and/or informal studies is expected. There should be significant attainment in research or creative achievement and in publication. Contributions to professional and University service should be evident.

C. Professor. Appointment or promotion to this rank shall require a consistently outstanding level of performance and a continuance of excellence in all areas of faculty activity--teaching, research or creative achievement, publication, and professional and University service.

III. Criteria for Salary Increments

Criteria for tenure and promotion will also be used for merit/salary increments.

IV. Evaluation of Faculty for Tenure, Promotion, and Salary Increments

Annual evaluation of faculty will be based on the year's achievements in teaching, research, and service. Tenure consideration will be based on a review of the candidate's entire probationary period with careful attention given to his/her potential for future contributions to the mission of the Libraries and the University. Promotion and salary considerations will include an evaluation of the faculty member's achievements from the time of his/her last promotion and/or salary increase.

Evaluation may vary for faculty as a result of specified University or professional assignments.

Types of evaluation include:

A. Peer evaluation including Committee A.

B. Written evaluation by other University Faculty and by students, where applicable.

C. Written evaluation by professional colleagues outside the University, as required.

APPENDIX A
SUPPLEMENT

GUIDELINES FOR RESEARCH
FOR THE FACULTY OF THE
UNIVERSITY OF OKLAHOMA LIBRARIES

I. Types of Acceptable and Unacceptable Publications, Documents or Presentations: The following lists are based largely upon observed practices of tenure and promotion committees.

A. Examples of Acceptable Publications or Presentations (1 through 7 are acceptable; 1 through 6 are essentially equal in rank. All publications will be evaluated upon their intrinsic merit.)

1. Survey and review articles or essays.

2. Historical, biographical or bibliographical studies.

3. Philosophical examinations or empirical studies, including critical reviews of past and current thought.

4. Evaluative reviews of the literature and/or other information sources of a subject field.

5. Descriptive and evaluative studies of library programs, policies or procedures.

6. Special catalogs, guide books, inventories, manuals, and other tools which improve the use or understanding of libraries and their resources.

7. Critical book reviews of 500 words or more in nationally disseminated media. All other reviews should be listed as Service.

B. Types of Unacceptable Publications, Presentations and Unpublished Documents.

1. Syllabi, reprints of readings, casebooks, and other similar material intended primarily for classroom use.

2. Unpublished internal documents such as policy statements, management studies, committee reports, manuals of procedures, users' guides and handbooks, bibliographies and any other material prepared to facilitate the provision of library services or to direct the Libraries' operations.

3. Opinion pieces, including nonscholarly letters to editors and short responses to the publications of others.

4. Editing which does not require special scholarly expertise.

5. Documents resulting from campus or professional service on committees, task forces, etc.

6. Official documents deriving from office in professional/ scholarly associations, e.g., reports, minutes of meetings, presidents' messages.

7. Papers written as part of formal course work, whether or not for academic credit.

Comment:

Items 1-2 above are to be evaluated as Teaching.
Items 3-6 above are to be evaluated as Service.

II. Rankings of Media of Dissemination: Publications and presentations shall be judged both upon intrinsic intellectual worth and the medium of dissemination. Because the former is subjective and difficult to measure (and because the full worth of a publication may not become apparent until some time after its initial appearance), the medium of dissemination is de facto the standard by which publications and presentations are judged by tenure and promotion committees and administrators.

Media of dissemination appropriate to publications and presentations are listed below. Sections A, B and C are weighted more heavily than D, E and F. Media also are ranked within each section.

A. Books

1. Published by a national or international scholarly/professional publisher.

2. Published by a national or international general trade publisher.

3. Published by a "small press".

4. Published by a regional or state publisher.

Comment:

Self-published or vanity press publications are normally unacceptable as evidence of scholarship; they may be acceptable if supported by favorable reviews from reputable scholars.

B. Articles

1. Published in national or international scholarly/ professional publications:

a. Refereed or using editorial boards to evaluate materials submitted.

b. Not refereed or using editorial boards.

2. Published in national popular journals (follow ranks 1.a, 1.b).

3. Published in regional publications (follow ranks above).

4. Published in state and local publications (follow ranks above).

5. Published in University of Oklahoma Libraries publications.

6. Reprinted in an anthology.

Comments:

Items published in association journals by virtue of office in the association (e.g., minutes or presidential letters) are to be considered Service.

Unpublished in-house reports/documents are to be considered Teaching or Service, whichever is more appropriate.

C. Papers Presented.

1. Invited paper at national/international conference.

2. Juried paper at national/international conference.

3. Contributed paper at national/international conference.

4. Regional conference (follow ranks C.1-3).

5. State conference (follow ranks above).

6. Local conference (follow ranks above).

Comments:

Conferences include conventions, seminars, workshops, meetings, etc.

Presentations not requiring advance preparation of a paper, such as moderating a discussion or participating on a reactor panel, may be noted but do not carry a great deal of weight.

Papers presented at association meetings by virtue of office in the association are to be considered Service.

Papers presented to a campus or in-library audience are to be considered Teaching, Research, or Service, whichever is more appropriate.

Papers on library issues presented to a general audience are to be considered Service.

D. Scholarly Editing

1. For editing of books (follow the same ranking as books).

2. For editing serials (follow the same ranking as articles).

3. For editing of proceedings (follow the same ranking as papers presented).

Comment:

Managerial editing is to be considered Service.

E. Sponsored Research.

1. The obtainment of external funding for research activities, including grants, contracts or equipment.

2. The receipt of internal funding for research activities from University sources.

Comment:

Although unfunded proposals submitted to granting agencies do not carry a great deal of weight, they are not without value and may be noted.

F. Other (numbers 1-2 are of equal rank)

1. Reports distributed by clearinghouses

a. National/international

b. Regional

c. State/local

2. Traveling exhibits

a. National/international

b. Regional

c. State/local

III. Quantitative Measures: No quantitative standards for publications and presentations have been set. In practice, every department sets its own standards, and they vary widely. The following are proposed as the minimum for the faculty with a twenty percent research assignment.

A. The basic measure is an average of one article or presentation per year, provided that the article or presentation falls into the acceptable category (I.A.1-7) and is disseminated at least regionally and preferably nationally.

B. A book is assumed to require more than one year's effort; therefore a book may be given credit for two to three years.

C. Articles or presentations submitted but not yet accepted for publication/presentation may be noted, but full credit toward promotion or tenure will be given only upon acceptance, actual publication or presentation.

Comments:

An ongoing program of research is essential. Continuity is of the greatest importance.

Interdisciplinary collaboration and coauthorship are encouraged but there should not be a preponderance of such publications. It is recommended that the principal author be noted.

Publication and presentations in fields other than librarianship are acceptable, especially if they relate to subject fields in which faculty have collection development responsibilities, professional assignments or subject expertise. For persons with specific assignments in the performing and creative arts, creative contributions may be acceptable.

IV. External Measures

A. The valid measures of a published work are published responses:

1. For books, reviews, weighted according to the reputation of the reviewer and the medium of dissemination.

2. For articles and presentations, published responses in the literature (including recorded commentary in proceedings).

B. Certain quantitative measures may be acceptable as secondary evidence but cannot stand alone:

1. For books, documented evidence of sales.

2. For articles, frequency of citation.

3. For either, quotation in other publications (except quotations from book reviews used as advertising).

4. Reprinting in another medium after the original publication date.

5. Letters

6. Awards (such as grants and prizes).

Comments:

Letters solicited by a supervisor or a tenure and promotion committee and kept confidential are given some weight at the university level; normally such letters address a body of work, not a single publication or presentation. Unsolicited letters sent to an individual may be submitted, but are less important. Letters solicited by the individual will not count. Lack of external review does not invalidate the worth of a publication or presentation.

BIBLIOGRAPHY

Compiled by Jeanne G. Howard and Sue Anne Harrington

I. ARTICLES

1. Association of Research Libraries. Systems and Procedures Exchange Center. "The Status of Librarians in ARL Libraries: An Overview," SPEC Flyer #61 (February, 1980).

2. Axford, H. William, "The Three Faces of Eve: Or the Identity of Academic Librarianship," Journal of Academic Librarianship 2(6):276-285 (January, 1977).

3. DeBoer, Kee and Wendy Culotta, "The Academic Librarian and Faculty Status in the 1980s: A Survey of the Literature," College & Research Libraries 48(3):215-223 (May, 1987).

4. DePew, John N., "The ACRL Standards for Faculty Status: Panacea or Placebo," College & Research Libraries 44(6):407-413 (November, 1983).

5. English, Thomas G., "Librarian Status in Eighty-Nine U.S. Academic Institutions of the Association of Research Libraries: 1982," College & Research Libraries 44(3):199-211 (May, 1983).

6. McAnally, Arthur M., "Privileges and Obligations of Academic Status," College & Research Libraries 24(2):102-108 (March, 1963).

7. Mitchell, W. Bede and L.S. Swieszkowski, "Publication Requirements and Tenure Approval Rates: An Issue for Academic Librarians," College & Research Libraries 46(3):249-255 (May, 1985).

8. Payne, Joyce and Janet Wagner, "Librarians, Publication, and Tenure," College & Research Libraries 45(2): 133-139 (March, 1984).

9. Person, Roland, "Library Faculty Evaluation: An Idea Whose Time Continues To Come," Journal of Academic Librarianship 5(3):142-147 (July, 1979).

10. Sewell, Robert G., "Faculty Status and Librarians: The Rationale and the Case of Illinois," College & Research Libraries 44(3):212-222 (May, 1983).

11. Smith, Karen F. et al., "Tenured Librarians in Large University Libraries," College & Research Libraries 45(2):91-109 (March, 1984).

12. Werrell, Emily and Laura Sullivan, "Faculty Status for Academic Librarians: A Review of the Literature," College & Research Libraries 48(2):95-103 (March, 1987).

13. Zubrow, Marcia et al., "University Libraries Task Force to Study the Issue of Release Time. A Report to the Library Faculty Executive Committee. SUNY - Buffalo, 1979," ERIC Document Reproduction Service ED 192 733.

II. DOCUMENTS

A. UNIVERSITY OF OKLAHOMA. DEPARTMENTS AND COLLEGES. PROMOTION AND TENURE DOCUMENTS.

1. Department of Chemistry. "Faculty Personnel Policy, Criteria and Procedures," 1979, corr. 1980.
2. College of Education. "Criteria for Tenure and Promotion," 1984.
3. College of Engineering. "Policies and Procedures," 1984.
4. Department of English. "Criteria for Tenure, Promotion, and Merit Salary Increases," 1977.
5. College of Fine Arts. "Criteria for Tenure, Promotion, and Merit Increases," rev. 1982.
6. Department of Geography. "Criteria for Evaluating Faculty Performance," rev. 1977.
7. College of Geosciences. "Promotion and Tenure Document," 1986.
8. Department of Mathematics. "A Departmental Approach to Professional Growth," 1977.
9. School of Meteorology. "Criteria, Procedures, and Recommendations for Tenure and Promotion," 1982.
10. Department of Political Science. "Criteria for Promotion and Tenure," 1984.
11. School of Social Work. "Policies and Criteria for Faculty Appointment, Retention, Promotion, Tenure and Merit Increments," 1984.
12. Department of Sociology. "Criteria of Promotion, Tenure, and Annual Evaluation," rev. 1977.
13. University of Oklahoma Libraries. "Criteria for Tenure, Promotion and Salary Increases," 1977.
14. University of Oklahoma. "The University of Oklahoma Faculty Handbook," Norman, 1981.

B. OTHER COLLEGES AND UNIVERSITIES. FACULTY AND LIBRARY PROMOTION AND TENURE DOCUMENTS.

1. Baylor University. "Criteria for Promotion in Academic Rank," 1983. "Tenure Policy Statement," 1984.
Baylor University Libraries. "Report of the Baylor University Libraries Faculty Evaluation Task Force," 1986.

2. University of Colorado. "University of Colorado Faculty Handbook," 1983.
University of Colorado Libraries. "University of Colorado Library Faculty Handbook," rev. 1985.

3. Cornell University Libraries. "CUL Procedure #13. Appointment and Promotion of Librarians," 1986, with Appendices A-E.

4. University of Florida Libraries. "Criteria for Promotion and Tenure," draft, n.d.

5. University of Illinois at Urbana-Champaign Library. Departmental Library Services. "Promotion Procedures," 1987. "Merit Evaluation Procedures," 1986. "Visiting Committee Procedures: Evaluation of Job Performance of Departmental Library Services Faculty," 1987, with Appendix A-B.

6. Indiana University Libraries. "Criteria for Promotion and Tenure, Final Report," 1978.

7. Iowa State University. "Faculty Handbook," 1984.
Iowa State University Library. "Promotion and Tenure," rev. 1981.

8. University of Kansas. "Handbook for Faculty and Other Unclassified Staff," 1986.
University of Kansas Libraries. "Criteria for Academic Ranks of Librarians," 1985. "Evaluation of Performance ---Librarians," n.d. "Promotion in Academic Rank," n.d., "Tenure", n.d.

9. Massachusetts Institute of Technology Libraries. "Performance Criteria and Benchmarks for MIT Libraries Staff Members," 1985.

10. University of Nebraska Libraries. "Deliberations for Promotion in Rank," 1986. "Deliberations for Tenure," 1985. "Standards for Promotion in Rank for Academic Appointees," 1981. "Standards for Tenure," 1979.

11. University of New Mexico. "Procedures for Code 3, Tenure and Promotion Decisions," 1986.
University of New Mexico General Library. [Letter from J. Sohn, December 30, 1986, and miscellaneous documents].

12. State University of New York at Albany Libraries. "Evaluation of Library Academic Faculty for Promotion and Continuing Appointment," 1986.

13. University of Oregon Library [Letter from A. Bonamici, December 16, 1986, and miscellaneous documents]. "University of Oregon Library: Summary of Faculty Evaluation Procedures," rev. 1986.

14. Pennsylvania State University. "Pennsylvania State University Policy Manual," 1983.
Pennsylvania State University Libraries. "Promotion and Tenure Criteria," rev. 1982.

15. University of Wyoming. University Regulation 631, "Initiating Authority: University Libraries," 1985. University Regulation 803, revision 1, "Initiating Authority: University Faculty," 1985.
University of Wyoming Libraries. "Guidelines for Scholarship and Service: A Library Faculty Supplement to University Regulation 631," 1985. "Guidelines for Research and Service: A Library Faculty Supplement to University Regulation 803," 1985.